

ATTACHMENT "B"
SUMMARY OF SERVICE DELIVERY INFORMATION BY DEPARTMENT

Business Customer Service Center

The Infill Housing Program administered by the Business Customer Service Center appears to provide comparable service to the Westside. Of the vacant land available within the infill target area, 13% is located in the Westside service area. Of the total permit waivers approved, 19% were for permits in the Westside area.

Community and Economic Development (CEDD)

Much of the Community and Economic Development Department's (CEDD) efforts consist of matching the predetermined needs of a company with an appropriate site. Many factors are considered in the decision of a business to locate in Phoenix, including vacant land/building inventory, workforce availability and education levels, new housing starts, and ratio of apartments/ownership housing. Any job created in the city provides opportunities for residents citywide. Retail development has been focused on revenue generation for the city's General Fund, rather than direct service delivery to specific areas. More specifically, in the recent past, the program has generally been focused on ensuring new retail locates on the Phoenix side of our borders. These new revenues have provided funding to continue or improve services citywide.

Although the benefits of CEDD activities are citywide in nature, effort was made to demonstrate specific benefits to the Westside area in all areas possible. Of the department's activities, one of those providing significant direct service to the Westside area is small business programs, particularly the EXPAND loan program. Businesses must meet CDBG eligibility criteria to benefit from the program. One third of the loans made in 2003-04 have been to businesses on the Westside; average loan values were comparable to citywide averages.

Another program which directly serves the Westside community, the Community Business Development Program, has provided assistance to 31 businesses, or approximately 26% of total businesses served.

Citywide efforts have not been as successful in bringing benefit to the Westside community. Fewer jobs were created, salaries for jobs created were lower, and the value of capital development projects was less. The value of retail development was negligible. No foreign trade sub-zones have been located on the Westside.

CEDD staff have noted that in recent months a number of developers have expressed interest in redevelopment of older commercial and retail areas in need of revitalization such as Desert Sky and Maryvale Malls. These new revitalization opportunities, as well as a new focus on bringing new jobs to the area, should be considered and incorporated in the next stages of the Westside Revitalization Strategy. This process will take time and additional staffing will be needed to bring focus and expertise to revitalization projects.

As part of this process, new tools tailored for redevelopment projects will be needed. Such incentives may include techniques used by other cities such as providing assistance to developers with research and community outreach, development of a community approved master plan with improvements to public infrastructure and public amenities, abatement and increment financing, and credits. For example, the New Market Tax Credit Program should be evaluated for use in these revitalization efforts. Where necessary, state legislative changes may need to be pursued to allow provision of important economic redevelopment tools.

Development Services

While most of the Development Services Department's services are driven by the development community's activities, the Civil Citation Program provides a direct on-demand service to the community. This program provides staff and processes to investigate and resolve complaints of building without a permit and unsafe building conditions. Non-permitted construction relates directly to revitalization needs and concerns expressed by the community. After piloting a program in prior years, a new team was added this year to focus on these activities. As the program is new, little information is available on service levels. In 2003-04, 8% of complaints were related to Westside buildings.

Recent efforts by the Development Services and Neighborhood Services Departments have identified areas to improve the program. Staff efforts to improve current processes and make them more accessible, timely and less cumbersome to residents are continuing. Processes need to be streamlined and some centralization is needed to make the complaint process more understandable for our residents.

The analysis of process improvements should be completed in the next few months and recommendations brought forward to the Mayor and City Council for consideration. Once improvements are implemented, an information campaign should be initiated to inform the community of the program. DSD has also identified a need for additional inspectors to enable the team to respond to complaints on a timelier basis and provide greater focus on responding to complaints. These additional inspectors can be added immediately.

Currently the process is complaint driven. This means that problem properties can be addressed only when a resident notifies staff of a concern. Addressing these types of violations may be an important tool for the revitalization effort. It would seem that analysis of the feasibility of pro-active enforcement should be done and results considered as broader revitalization strategies are developed.

The sufficiency of abatement and remediation processes has also been raised as a concern. Abatement procedures are provided in the building code and include various steps up to allowing the City to repair or demolish an imminent hazard. Currently staff terminates power to properties considered imminent hazards. A review of allowable processes and current staff practices could be included in the analyses of pro-active enforcement to determine if changes are needed.

Fire

Most Fire Department services in the survey area meet or exceed citywide service levels. A new station located at Dunlap and I-17 is also scheduled to open in July, 2006. Another station to be located near 51st Avenue and Osborn will be requested in the next bond program. Although the survey area is one of the most densely populated and generates a higher than average number of emergency calls, the average response time for emergency fire and medical services is somewhat faster than the city average. Because of the call volume and higher population density, the area also includes twice as many fire stations per square mile as the city wide average. The west side has 2 fire stations per 10 square miles compared to the city average of .9 stations per 10 square miles.

In response to the high number of childhood drownings on the westside, the Fire Department focused on providing drowning prevention information in Spanish and English for area residents. As a result, the drowning rate for the study area was slightly lower than the city average in fiscal year 2003-04. In addition, a significant portion of childhood immunizations are provided to residents in the Westside survey area.

Performance measures for the survey area that varied from citywide averages during fiscal year 2003-04 include a higher number of fires as well as a higher dollar loss. This was primarily due to larger structure fires in the area. In addition, the percentage of schools in the area that have the Fire "Urban Survival" program is significantly lower than the citywide area. The Urban Survival program is self-selecting as schools must request the program. In some cases demand for the program exceeds resources available and the program is provided on a first-come first served basis.

Historic Preservation

The Villa Verde Historic District is currently the only area with historic designation in the Westside study area. It is bounded by 19th and 20th avenues, the alley north of Monte Vista Road and the alley south of Granada Road. This residential neighborhood was designated in 1999 and includes houses dating from 1928 to 1940. One exterior grant has been approved for the area since designation.

Several properties, including a school and several farmhouses, have been identified by the Historic Preservation Office as eligible for historic designation. These properties are not currently included in the 2004-05 historic survey and designation plan. Due to the relatively small number of currently identified eligible sites on the Westside, inclusion in the current year plan can be accomplished. One historic property survey of Westwood Village is currently being funded with Fight Back funds. The neighborhood is generally bounded by Thomas and Osborn Roads, 19th and 24th Avenues. ASU has been hired to complete a historic property survey of the neighborhood and make recommendations as to the neighborhood's potential eligibility for listing on the National Register and the Phoenix Historic Property Register.

In addition, studies of post-World War II residential and commercial properties are anticipated to be initiated by the end of the year. The study of commercial properties is anticipated to be completed by the end of next fiscal year, while the residential survey will be concluded within a two-year period. As the studies are citywide, Westside properties will be included.

Housing

Housing Programs are regulated by a number of specific federal and city policies. For example, federal requirements discourage the new development of affordable housing in areas where there is high proportion of low income households. The City's Affordable Housing Dispersion Policy discourages the new development of multifamily units in areas that have a high concentration of low income households. In non impacted areas the City recommends that no more than 40% of the units be restricted to lower income households. These policies affect where housing services such as affordable housing projects and scattered sites housing may be offered in the city. Homeownership opportunities, because of its stabilizing effect on neighborhoods, are generally encouraged throughout the City.

Additionally, the nature of housing services has changed over the years. For example, most Conventional Housing sites were built many years ago, and no multi-family units are located in the Westside study area. The Section 8 Voucher program is currently the predominant program for subsidized multi-family housing. These vouchers are fully portable and once issued can be utilized anywhere in the United States. However, it should be noted that one-third of vouchers currently utilized within city limits are provided to residents within the survey area.

Given the many factors impacting housing programs, no conclusions were developed on the comparability of housing services in the Westside.

Human Services

Generally, services provided by the Human Services Department appear to match or exceed citywide service levels. However, additional resources to help youth employment would be beneficial.

About 31% of the Head Start Program eligible children reside within the westside survey boundaries. The area receives 31% of the Head Start slots available in the City and 41% of the head start classrooms are also located in this area.

Westside senior services are also comparable to city wide service levels. The westside senior (age 60+) and disabled population represent 25% of the citywide total. The survey area includes 3 of 17 senior centers or 18%. In addition, two other senior centers in close proximity to the survey area are likely attended by residents from the survey area. Service level measures were comparable to citywide measures for factors such as meals served, financial assistance, counseling, and transportation services. There were no significant differences in Senior Services Customer Satisfaction Survey results between the Westside and city-wide service level measures. Although the average size of the westside senior centers is larger than the citywide average, the Westside Senior Center is one of five centers in the 2001 bond program that is

scheduled to increase in size from a one room facility to an 8,000 square foot multi-purpose facility. This will increase the capacity for serving westside area seniors.

The survey area also includes one of five Human Services Family Service Centers. The number of caseworkers per 1,000 residents in poverty is somewhat lower for the westside area than the citywide average. This data may be impacted though by the proximity of the Sunnyslope and Central Phoenix Family Services centers to the westside survey area. It is likely that a number of residents in the westside survey area live closer to and are served at these centers.

Most of the Human Services programs are self-selecting where residents can apply for services. This includes youth employment programs such as Youthbuild, Stay in School Small Business Youth Employment, Summer Youth Employment, and Student Work Study Program. Westside applicants for the Summer Youth Employment program made up 43% of the total applicants but were 23% of the youth placed in jobs. To help place more applicants, staff will look for opportunities to increase funding for youth employment through grants or city funds. In the near term, staff will look to restore funding for youth employment programs that was cut in recent years to help balance the city budget.

In addition, 32% of the youths placed in jobs in the Stay in School Small Business Youth Employment Program resided within the westside boundaries but only 16% of the businesses participating were located in the westside boundaries. To address the need for more westside businesses to participate in youth employment programs, the Human Services Department is participating on the Council District 5 "School to Work Task Force". The recommendations and strategies of the Task Force will be implemented as part of the long term improvements for the survey area.

The department has also established a unique program serving residents of the westside survey area. A volunteer program promoted free tax preparation and the Earned Income Tax Credit. This provided over \$5 million in tax refunds to households in the westside area.

Law

The Law Department provides community prosecution services throughout the City. The program targets specific areas to improve public safety and quality of life. Currently, each Police precinct is assigned a community prosecutor. Three of 6 targeted areas in the city are located in the Westside study area. The services provided in the targeted areas are similar in all targeted neighborhoods.

Library

Library services in the Westside target area meet or in some cases exceed citywide service levels. The survey area is served by 3 branch libraries (Desert Sage, Palo Verde, and Yucca) and one Regional Branch Library (Cholla). These branches are open the same hours and days as all other branch libraries located throughout the city and range in size from 10,000 to 13,000 square feet. The branches provide computer access, free computer classes, Spanish language books and magazines, reading programs for children and book discussion groups. The Desert Sage and Cholla libraries also have special areas for teen patrons that were designed by and for teens.

In addition, a new state-of-the-art 16,000 square foot library is under construction to replace the existing Palo Verde Library. It is scheduled to be completed in Spring 2005. The new branch will feature a teen center, a computer training space, a children's story room and an auditorium that will be shared with the adjacent Maryvale Park Community Center.

The Westside branches match the citywide average in library collection items and video collections per capita. The Westside branches are slightly below the citywide average in library square footage per 1,000 residents but the square footage will increase when the new 16,000 square foot Palo Verde branch opens and replaces the existing 10,000 square foot facility. The Westside branches are also more accessible to the residents. The average maximum distance a Westside resident would travel to a branch is five miles compared to an average of nine miles citywide. Reaching the Westside branches by public transit however, is not as convenient as other branches. The average number of bus trips on routes near the Westside branches is below the citywide average which means bus riders would have a longer wait between bus trips. Depending on community priorities, new circulator bus service planned if Proposition 400 passes may improve access to libraries. This service would be phased in citywide over a period of three years beginning in 2007.

All of the branches offer the same services to disabled residents. The Special Needs Center at the Burton Barr Central Library, which lies not far outside the Westside survey area, provides assistive listening devices, books and periodicals in large type, sign language and Braille, Descriptive Video Service videos for the visually impaired, closed caption videos, a sign language work station, a Computer Assisted Notetaking (CAN) system, and a computer workplace for persons with disabilities. All circulating items may be placed on hold and delivered to any Library location. In addition, all of our libraries participate in the Talking Books Program which provides information, applications and replacement equipment for talking books through an agreement with the Arizona State Braille and Talking Book Library. Reference service by mail is also available for persons who are unable to visit our libraries.

The new Palo Verde Library will be fully compliant with all Americans with Disabilities Act (ADA) requirements. In addition, the department will be undertaking an assessment of ADA compliance at all of our existing facilities, including the Westside libraries.

Neighborhood Services

Overall, services from the Neighborhood Services Department (NSD) appear to meet or exceed service levels citywide. The Westside appears to be well-represented in Fight Back areas with 8 out of 27 active Fight Backs in 2003-04. 229 neighborhood associations with ties to the Westside area are supported; this represents 27% of all associations. Graffiti and illegal sign removal is significantly higher in this area, most likely due to the density of the area. Turnaround times for graffiti removal are comparable to citywide results.

The Neighborhood Preservation and Maintenance Program provides high levels of service in the area, with 241 cases opened per square mile. The citywide average is 97 cases per square mile. Inspectors have fewer assigned square miles. While caseloads are higher per inspector, case cycle times are lower. The cycle times appear to reflect the assignment of highly experienced and efficient staff to the area. Currently this program is complaint based in non-target areas. Interest has been expressed in exploring pro-active enforcement in non-target areas for blight elimination. For example, regular inspection schedules could be established. Development of a pilot program on the Westside could be helpful to the area and provide valuable experience in determining the feasibility of expanding this type of enforcement citywide. A pilot program would require additional resources.

Services provided related to mobile vending and street vending also appear to be higher on the Westside. In fiscal year 2003-04 35% of mobile vending cases occurred on the Westside. Information on street vending is limited, as NSD has had this function only since May, 2004. In the first quarter of 2004-05, 46% of cases occurred in the Westside study area. As vending in the right-of-way has been noted as an area of concern by community members, readjusting existing staffing as necessary in problem areas should be considered. Additional funding for overtime costs should also be considered.

Longer-term project oriented programs have spent less in the Westside area for a variety of reasons. These programs are “self-selecting”, meaning that residents must apply for services. These CDBG funded programs provide funding to low- to moderate-income residents or neighborhoods through a competitive process. The Neighborhood Infrastructure and Enhancements Programs are only 5 years old. Neighborhood groups must apply for funding and propose viable, “ready to go” projects. The programs are intended to address out-dated, aging, or lacking infrastructure. The oldest areas of the city were the first priority of these programs. The Housing Rehabilitation Program provides financial assistance for low to moderate income-home owners for home repairs. Everyone who receives a notice of violation of the neighborhood preservation and maintenance ordinance receives information on the program and the application process. NSD staff indicates that everyone who applies for this program and meets income criteria is generally provided some form of assistance. Homeowners must provide proof of ownership and accept a lien against the property for a specified amount of time.

A significant portion of NSD’s efforts and funding are directed at long-established targeted areas like Neighborhood Initiative Areas (NIAs) or Redevelopment Areas (RDAs) which must meet specific criteria for slum and blight. These redevelopment areas are generally focused on the oldest areas of the city. Of the fourteen targeted areas, one is located in the Westside area. These types of target areas have been useful revitalization tools in the past. However, it is unclear if these types of target areas will be viable in the Westside, particularly given recent state legislative action regarding eminent domain. If these tools cannot be used, development of new approaches is needed. However, the concept of defining smaller areas of concentration as a beginning to revitalization will remain valid.

The department has also established a unique program which may be transferable to other Westside locations. The Rental Renaissance Program was established in two neighborhoods, Westwood and Palomino. The program is intended to address issues related to problem rental properties. The program appears to have been largely successful in the two pilot neighborhoods. In particular, a citywide team approach to addressing problem rental properties has been developed. Many lessons learned from this program will provide tools for beginning to address Westside concerns. An additional inspector position to allow pro-active code enforcement for multi-family housing will be needed.

Application of lessons learned from this program should begin on a small scale targeted at individual properties. Prior to designation of any addition Rental Renaissance areas, work already begun by staff to refine program goals and develop performance measures should be completed. This program refinement is needed to fully define measures of success and delineate what can and will be done in a designated area to avoid unmet expectations of residents.

The Good Neighbor Program has also been noted as a very successful program, particularly in the Tomahawk and Palomino neighborhoods. This program embraces the great diversity of our community and helps new and long term residents understand and respect each other's differences. Given the success of the program, additional staffing to expand program activities is warranted. Additional staff will also help to ensure program continuity in the event of staff turnover.

Clearly the department has many useful tools which can be employed and expanded on the Westside. Additionally, substantial research will be required to determine if additional NIA or RDA designations might be possible on the Westside. If these redevelopment tools are not feasible, other tools and strategies will need to be developed. An additional Program Manager position is needed to expand the use of existing tools such as formation of new neighborhood associations, development of fight back proposals, and utilization of various housing rehabilitation and neighborhood revitalization funds. For example, this position can assist neighborhood groups identify and develop infrastructure projects and access funding. The position is also needed to begin preliminary research in preparation for working with staff and the community to develop tools for implementation of a revitalization program and strategies.

It should be noted that the community is currently exploring the feasibility of creating a non-profit corporation to address neighborhood revitalization issues in the Maryvale area. This position could work with this corporation as well.

Office of Arts and Culture

Although only a small portion of arts grants funding goes to the Westside region, this appears to be due to low demand rather than lack of consideration of Westside requests. Seven out of nine requests for funding from schools and organizations on the Westside received funding. It should be noted that the majority of arts grants are awarded to larger, centralized organizations which service the entire city.

Percent-for-art projects appear to be behind citywide levels. While these projects can be tied to specific capital projects and flexibility in siting projects may be somewhat limited, there may also be opportunities for allocation of these resources to the Westside. This is an area which merits further exploration.

Office of Environmental Programs

The Office of Environmental Programs provides dust control programs on City-owned vacant properties. The service level is the same citywide. There are 15 City-owned vacant properties in the Westside representing 6% of the citywide total. All City-owned properties in the Westside survey area are inspected annually. In 2003-04, all the Westside lots were stable and did not require additional dust control treatment. The Office also manages the brownfields program. Citywide, 29 brownfields sites have been provided technical and financial assistance since the program began in 1998. Six of the sites are included in the Westside survey area. A complete inventory of all brownfield sites in the city is not available. This is because many of the sites are privately-owned and owners are unwilling to disclose contamination information to government agencies. The Fire Department has identified 460 occupancies citywide that store hazardous materials. Slightly more of these hazardous materials occupancies have been identified in the Westside survey area compared to the city average. The number of hazardous materials occupancies per square mile on the Westside is 9.3; citywide the number per square mile is 8.1.

Parks and Recreation

Results from the review of Parks and Recreation Department services were mixed. A number of factors, including the age of and changing standards for various facilities over the years, changing population densities, and other changes to the Westside have impacted service delivery.

Service delivery was comparable to or exceeded the citywide norm in areas such as sports complexes, staffing at community centers, many At-Risk-Youth programs, and provision of unique venues such as the Maryvale Stadium and the Cricket Pavilion.

Other services such as the provision of aquatics facilities were somewhat comparable. The Westside area has more pools serving smaller segments of the population in the area. However, as they are older, these pools tend to be smaller and lacking in some of the amenities available at other facilities. Additionally, the pools experience higher usage than the citywide average. Funding is included in the 2001 bond program to renovate older aquatics facilities, however renovations include only repair and replacement of currently existing amenities at the pools. Renovations are planned for Cielito, Falcon, Maryvale, Starlight, and Washington pools. Renovations are programmed for 2004-06. Various features which might be considered in a new bond program include shaded areas, slides, handicapped accessible features, play features, and zero depth entrances.

Existing master plans include six additional pools citywide. Two pools at Desert West Park and the new Camelback Ranch Park are planned but unfunded. These new pools would include newer amenities. Amenities at these pools will be decided with community input when funding is identified.

While Summer Recreation Programs appeared to be behind citywide standards, recreation programs offered at other venues such as community centers, where staffing is clearly higher than the city norm, may make up for these differences.

Developed park acreage and after-school youth programs appear to lag behind citywide service delivery measures. Additionally, street landscape maintenance and has been identified by the community as an important issue. The need for additional park rangers has also been raised a concern. Each of these programs is discussed separately below:

Developed Parks The population density of the Westside survey area has a significant impact on the availability of park acreage on a per capita basis. Additionally, because many of the parks on the Westside are older, different standards applied when many of the facilities were built. Nearly 60% of parks in the Westside survey area were built prior to 1970. Additionally, over time standards changed and larger parks with added amenities became the norm. Desert West Park reflects many of the newer standards, including a skate park. Washington Park has also been retrofitted to include a dog park. The size of many of the older parks makes retrofitting to include newer features such as skate or dog parks difficult.

Current renovations planned include design and construction of synthetic turf soccer fields and field lighting at Desert West Park. This is a major project to be completed in three phases from 2004-05 through 2006-07. Improvements are also currently planned for four parks and the Maryvale baseball stadium. These improvements are programmed for 2004-05. One new regional park, Camelback Ranch Park, is planned to begin design in 2005-06. Amenities to be included at the park will be determined through a community based master planning process.

Capital Funding Issues Any action taken to increase park acreage will require additional capital funding, as well as coordination with a revitalization plan to identify potential park sites, recreational facilities, or multi-generational centers or opportunities for expansion of existing facilities as part of a larger strategic plan. Funding for capital projects will come largely from a new bond program. The use of Parks and Preserve Sales Tax funding is utilized based on a voter approved distribution as follows: 60% is to be used to acquire Arizona State Trust Land, up to 30% is to be used to develop nine regional parks (including Desert West and Camelback Ranch), and the remaining 10% is to be used to improve community and neighborhood parks. These funds have not been used for construction of pools.

Park Rangers The lower availability of parks acreage per capita results in more crowded, more highly used park facilities. Based on potential usage as well as input from the community and Council, additional resources to monitor activities at parks appear to be warranted. Three new park rangers would allow additional weekend coverage at high use Westside parks. An additional Recreation Leader position could also be dedicated to developing a pilot Volunteer Ranger Program to assist with monitoring parks activities. This pilot could become a citywide program if implementation proves successful.

After School Programs Prior to 1981-82, this program had 155 sites. The program was eliminated in 1981-82 and re-established in 1994-95. In May 1999 Council approved a three year plan to add 90 sites based on a citywide assessment of need, bringing the total number of sites to 166 General Funded sites. Decisions on where to place sites included consideration of a number of criteria recommended by staff and the Phoenix Youth and Education Commission. Criteria included cooperation of school district or other hosting entity, free use of facility, non-duplication or competition with other after school programs in site area, crime statistics, and other factors. Sites were also geographically balanced throughout the city. Funding to the initial goal of 166 General Funded sites was achieved in the 2001-02 budget. No additions or reductions have been made to the program since that time. The Parks Department planned to address areas in which additional after school programs were needed due to addition of new schools, increased population densities, or elimination of programs offered by schools, but budget cuts curtailed those plans.

Growth in this program has not kept pace with growth in city geographic size or population. When additional funding for this program is re-established, Westside needs should be re-evaluated in the context of established criteria, citywide needs and appropriate levels of funding requested. Any additions to After School Programs will require additional funding.

Street Landscaping As noted above, another area of community concern is maintenance of landscaping in the right-of-way. This responsibility is shared by the Parks and Recreation and Street Transportation Departments. Areas of responsibility depend on landscape features. An additional dedicated parks landscaping crew will increase frequency of maintenance and improve the appearance of vegetation in medians and in the right-of-way on major and collector streets. While staffing levels per acre appear to be on a par with other areas of the city, the age and types of landscaping provided on the Westside may be a factor in concerns over maintenance in the area. Improving the current program by including scaling of palm trees will also reduce debris in the right-of-way. Staff will need time to develop a plan for phasing in the implementation of this new maintenance activity.

Finally, while technically a Police enforcement issue, the reduction of cars parked illegally for sale in the right-of-way would improve the appearance of the area.

Police Department

The Police Department performance measures indicate that services to the Westside study area meet or slightly exceed the citywide average for most of the services provided by the department.

A key indicator or measure of Police services is response time. Patrol response times for the Westside study area are similar to the citywide average. Another key indicator for comparing Police services is the total number of patrol officers per 1,000 residents. While priority one calls per thousand residents for 2003-04 were about 17% higher than the citywide number and total calls for service were about 4% higher, the number of patrol officers per thousand residents servicing the Westside is 25% greater than the citywide average taking into account the precincts that impact the service area. Additionally, the ratio of School Resource Officers per 1000 students enrolled in the

Westside is comparable to the citywide ratio. The allocation of Neighborhood Enforcement Team and Community Action Officers to the Westside is also equal to the citywide average. Furthermore, while the number of reported violent and property crimes per 1000 residents is higher than the city average, the clearance rates for violent crimes and property crimes for the Westside are the same or slightly better than the citywide average. The number of drug related offenses, however, are somewhat higher than the citywide average. The Police Department realigned precinct boundaries in September, 2003 to equalize workload among the six precincts to improve response times and meet community needs.

Other areas of concern for most neighborhoods are traffic enforcement and traffic safety. Approximately 40% of the City's red light cameras are located within the Westside boundaries. Also located within the Westside study area are approximately 25% of the department's photo radar enforcement locations. Fewer traffic citations are also issued per 1000 residents. This may be due to a reduced number of reported traffic collisions as well as difficulty in tracking citation locations due to incomplete addresses.

A number of police programs are based on requests from the community rather than police enforcement. For example, classes taught by the Youth Alcohol Squad are based on requests received from schools in the area. Also the Crime Free Multi-Housing Program (CFMHP) which assists property managers in preventing crime is a voluntary program. Participation in many of the department's traffic safety programs is significantly lower in the Westside area; however, voluntary participation in the crime free multifamily program is higher. Thirty-one percent of all participating CFMHP properties and 61% of all CFMHP units are located on the Westside. The number of children enrolled in D.A.R.E, G.R.E.A.T, and the Wake-Up C.E.A.S Violence program on the Westside is also comparable to citywide participation levels.

In addition, there are a number of special enforcement and crime prevention efforts aimed at unique issues in the study area. For example, a Cruising Program in the Maryvale Precinct focuses on reducing the problems associated with cruising on city streets. The majority of enforcement takes place within the study area since the pattern does not occur equally citywide. New initiatives include the Violence Impact Project (VIP) which targets high violence areas of the city. The Black Canyon VIP was initiated in July, 2004. A pro-active program to reduce auto thefts has also been developed. Although the area has more reported auto thefts than the citywide average, auto recoveries are also significantly higher. Other unique efforts are the Building Block Initiative and Juvenile Diversion Program. The department is also currently studying ways to improve the use of traffic radar trailers to reduce speeding on collector streets. These improvements will be implemented citywide.

Public Transit

Investment by the Public Transit system in service delivery to the Westside has met or exceeded the city norm in most areas. On time service for fixed route bus service is comparable to citywide service levels. Revenue miles per square mile significantly exceeded citywide service levels, while revenue miles per 1,000 residents were somewhat below citywide levels. Both measures reflect the population density of the Westside area and the minimum service levels provided in less populated areas of the

city. Infrastructure improvements such as installation of bus stops, bus stop improvements, and bus bays are generally comparable to or exceed citywide levels. Service delivery information for Dial-A-Ride was not available by geographic area.

It is unclear whether the lower revenue miles per 1,000 population reflects a need for additional services. As noted above, the need for minimum service levels provided in less populated areas of the city most likely accounts for this difference. The Public Transit Department is currently in the process of implementing a new vehicle management system which will allow the department to better determine passenger counts and bus capacity. When operational, this system will allow the department to assess where additional service is needed in any area.

Numerous improvements are planned in the current capital improvement program. Covered parking at the 79th Avenue Park and Ride will be completed this fiscal year. Bus stop improvements, including increasing the number of shaded structures and the addition of bus pull-outs are also planned citywide. In fiscal year 2004-05, 11 bus pull-outs are planned, with five of those projects planned for the Westside. The passage of Proposition 400 will provide funding to add such features as circulator buses and additional light rail segments. Funding from the proposition will not begin to flow until January, 2006. The addition of circulator buses citywide will begin in 2007 and is planned to be fully phased in by 2010. This new service could be used to improve library access as noted above. Legislative requirements and the complexities of implementing the initial segments of light rail will delay the start of work on new segments until 2012.

Both circulator bus service and light rail could have economic implications for the Westside. For example, circulator buses could include access points for resident of West Valley cities to bring them to Westside shopping and Park and Ride facilities.

Public Works – Solid Waste

Solid Waste service levels are basically the same throughout the city. Residential trash and recyclables are collected once per week and bulky trash items are collected quarterly. Dead animal removal is largely complaint driven and same-day service is provided in all locations. Illegal dumping cleanup is also largely complaint driven.

Illegal dumping citations and warnings of code violations are higher in the Westside area compared to the citywide average. This is most likely due to the high density of the area as well as the transient nature of the residents. To help address this issue, the Public Works department plans to add inspection staff to increase the ratio of inspectors to dwelling units and add clean up crews that would work with neighborhood groups on neighborhood organized alley clean-ups. The crews would be available for alley clean ups throughout the city.

Street Transportation

Street Transportation services on the Westside generally are comparable to or exceed service levels citywide. Street Maintenance quality measures reflect comparable levels of street conditions. The Ride Comfort Index is determined by international methods and standards required by the federal government for eligibility for federal funding. A Ride Comfort Index Number of less than 5.0 is considered unacceptable. Based on a

sampling of streets throughout the city, the citywide index is 6.9 and on the Westside this measure is 6.8. 94% of streets in the Westside area are estimated to be at acceptable levels, compared to 97% citywide. The slightly higher acceptable levels citywide reflect new development. Generally, streets at unacceptable levels will be the highest priority for resurfacing unless scheduled for major reconstruction in the near future.

The Pavement Quality Indicator is comprised of three measurements: rideability, structural adequacy, and surface conditions. A 10.0 is the highest pavement quality measurement. A Pavement Quality Indicator of 2 is considered unacceptable. The Westside indicator is equal to the citywide indicator of 4.7.

Street sweeping activities occur on the same schedule as other areas of the city. Maintenance requests are completed on an equally timely basis and the higher number of requests reflect the density of the area. Comparable percentages of major and collector streets have been resurfaced, while residential streets have been resurfaced at rates higher than the city norm.

Much of the department's work is reflected in capital improvements to streets, storm drains, and bridges. Capital improvements throughout the city reflect prioritized needs according to specific standards in various areas. Although difficult to quantify due to the many factors involved, if viewed simply on a per square mile basis these various capital improvements also appear overall to generally reflect comparable investment in the Westside. Projects and amounts shown may include projects completed or in progress. Some projects may be in design or acquisition phase or only partially constructed.

Program areas such as the addition of traffic calming projects or streetlights appear to be behind the citywide norm, however these types of projects are contingent upon a variety of factors, including consensus within a neighborhood. As these areas and other issues with streets are expressed as a community concern, additional assistance from the Street Transportation Department is warranted. An additional coordinator position can team with NSD staff to help find creative solutions to neighborhood concerns. The position will provide education, community outreach, problem-solving, and support to neighborhoods to help residents access already available resources and expedite improvements related to streets. This type of assistance be offered city-wide as workloads allow. The position should be assigned to the Director's Office to provide appropriate levels of visibility and access to decision makers.

Another area of community concern is maintenance of landscaping in the right-of-way. This responsibility is shared by the Parks and Recreation and Street Transportation Departments. Areas of responsibility depend on landscape features. The Street Transportation Department currently has only two crews to address right-of-way maintenance on major and collector streets citywide. The addition of a third crew would increase capacity by 50% and would improve maintenance citywide.

Water Services

The Water Services Department (WSD) provides a number of services to the Westside, including maintenance of the water and sewer systems and satellite payment centers. The water and sewer line repair and replacement information presented is approximate,

since WSD's internal service area boundaries are slightly different than those of the Westside study area. Water Services is also continuing to review the data for water main breaks and leaks.

One of the department's main goals is to provide reliable delivery of water to all its customers. This involves the replacement of neighborhood water lines (12" or less in diameter), the repair of water main breaks and leaks, repair of leaking water services (the lines between the mains and the meters), and replacement of broken meters. Approximately 16.4% of all neighborhood water lines are located within the Westside study area. Between 1999-2000 and 2003-04, 26 miles (28.1%) of all neighborhood water line replacements were made on the Westside, compared to 92 miles citywide. Overall, 2.4% of all Westside neighborhood water lines were replaced, compared to 1.6% citywide. These replacements are funded through the Capital Improvement Program.

During 2003-04, the Westside experienced 15 water main breaks or leaks per 100 miles of pipe, well below the citywide average of 23 breaks or leaks per 100 miles of pipe. In addition, 98% of the Westside Priority One (most serious, time-sensitive) breaks and leaks were repaired within the 1-day standard, equal to the citywide percentage. Also during 2003-04, the Westside experienced 13 water service leaks per 1,000 services, well below the citywide average of 26 service leaks per 1,000 services. In these cases, 99% of Westside service leaks were repaired within the 5-day standard, compared to 90% citywide.

Another key function of Water Services is to provide reliable sewer service to its customers. This includes the removal of sewer stoppages, cleanup from overflows and systematic cleaning of the sewer lines to prevent future overflows. In addition, half of the sewer mains 15" or less in diameter are treated each year to prevent the growth and development of roach colonies. Approximately 17.5% of all sewer lines are located within the Westside study area. During 2003-04, 562 customer complaints (9.3%) regarding the sewer system were made from Westside customers, compared to 6,051 citywide. The Westside experienced 31 sewer stoppages (27.7%) and 12 overflows (31.6%), compared to 112 stoppages and 38 overflows citywide. To help address these problems, 312 miles (22%) of sewer lines were cleaned on the Westside, compared to 1,420 miles citywide.

Water Services allows its customers to pay their bills at satellite pay stations, including four WSD-operated pay stations and 36 locations operated by other agencies, including Bank One and Arizona Public Service. One of the four WSD-operated pay stations is within the Westside boundaries. It served 195,178 customers (37.5%) during 2003-04, compared with 520,690 customers served at WSD-operated pay stations citywide. (Another WSD-operated pay station is located just outside the Westside study area boundaries.) Part of this higher usage is related to the number of water services disconnected for non-payment of delinquent accounts. In 2003-04, the Westside accounted for 31,355 disconnections (44.5%), compared to 70,416 citywide. Payments for turn-off notices must normally be made in person in order to be received within prescribed deadlines.